

Section 1 Transmittal Letter	Section 2 Introduction (Executive Summary)	Section 3 Summary of the Bidder's Understanding of the Project Scope	Section 4 Bidder's Products, Methodology, and Approach to the Project	Section 5 <b>Organization and Staffing</b>
Section 6 Project Planning and Management	Section 7 Quality Assurance	Section 8 Project Work Plan	Section 9 Bidder's Qualifications and Credentials as Related to the Proposal	Section 10 Resumes of the Bidder's Proposed Staff

DE\_SACWIS-001e\_3

# Organization and Staffing

## Section 5

RFP reference: 7.2.5 Organization and Staffing, Page 63

In this section Bidders should describe their overall approach to organizing and staffing the project.

**Deloitte delivers to DSCYF a highly qualified and experienced team to successfully implement Delaware FACTS II. Our depth of HHS, Child Welfare, Children Service and technology-focused practitioners enables us to maintain the quality and experience level of our team over the full duration of the engagement. The Deloitte Team brings a collaborative and partnering approach to working with Delaware staff as shown by our long standing 18 year service track record to Delaware.**

Staffing our projects with the right people and complement of skills is absolutely critical to the overall success of the Statewide Automated Child Welfare Information System (SACWIS) project. Deloitte has an extensive pool of over 45,000 highly experienced resources that we call upon for the delivery of this project. Within our Health and Human Services practice, we have over 7,000 practitioners with proven experience in designing, developing, and implementing HHS solutions. As we describe throughout this section, our proposed team consists of highly experienced and capable practitioners who understand the complexities involved in creating innovative solutions.

### section HIGHLIGHTS

Deloitte offers a highly qualified, experienced, and collaborative team:

- Significant health and human services experience, including SACWIS systems, playing the roles they are proposed for Delaware FACTS II
- Brings together the talents of Deloitte and our subcontractor MAXIMUS whose combined experience includes 18 years in Delaware
- Supported by our advisory team of individuals with experience in Federal regulations and assessment process

Our team's breadth and depth of experiences enable them to share best practices learned from numerous similar implementations of large-scale, technologically-advanced systems that we have put into operation.

Our practitioners specialize in human services programs and initiatives on a full-time, career-long basis, thereby developing a deep understanding and broad range of knowledge. Since beginning this practice over 40 years ago, Deloitte supports the full range of human services programs, including, Child Welfare, Child Care/Early Learning, Behavioral/Mental Health, Developmental Disabilities, Juvenile Justice, Adult Protective Services, Medicaid, Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), Children's Health Insurance Program (CHIP), Child Support Enforcement, Employment and Training, Worker's Compensation, Electronic Benefits Transfer, Special Supplemental Food Program for Women, Infants and Children (WIC), Third-Party Liability, Workforce Investment Act (WIA), and Aging and Disability Services.

Our proposed team is comprised of practitioners from our Integrated Children's Service practice that have delivered the full range of solutions in child welfare, SACWIS, **child care, child care licensing, juvenile justice, behavioral/mental health, and the aging**. Our Delaware FACTS II team has successfully delivered SACWIS engagements nationally – from project initiation to project close. They are child welfare business practitioners who have large-scale system implementation experience and have delivered solutions using the proposed project management and systems development life cycle methodologies on other SACWIS engagements.

Growing our practitioners' careers within a focus segment provides our team the opportunity to work together on multiple engagements. As a team, our Deloitte practitioners have experience in their roles, the understanding of the tasks and activities that must be completed to make the project a success, and has instilled in each of them an attention to detail that is critical on a complex systems initiative such as this.

The team proposed for Delaware are not new to successful collaboration on SACWIS projects. Most of them have worked jointly on other projects including from our flagship project **DC FACES.NET, Alabama FACTS, and Allegheny County KIDS**, among several others. Having a team that is not only knowledgeable but have worked together and know each others' working styles drives team performance. Building a team that is knowledgeable, experienced in both SACWIS and related technologies, and brings existing relationships offers a team with a low learning curve ready to serve stakeholders on day one.

Features of Deloitte's Staffing Approach	Deloitte's Approach Meets FACTS II Staffing Requirements
<b>Qualifications</b>	The Deloitte Team brings personnel who meet the requirements in the RFP for key staff roles. Our additional representative staff brings significant experience in HHS, Child Welfare, Children Services and the required technologies. Our staff's high level of experience, education, certification, and training enables us to quickly overcome obstacles and provide results from day one.

Features of Deloitte's Staffing Approach	Deloitte's Approach Meets FACTS II Staffing Requirements
<b>Experience</b>	Our team possesses a breadth of recent and sustained experience in HHS, Child Welfare, and Children Services projects. The staff proposed for Delaware FACTS II has successfully delivered system projects in the areas of Integrated Children's Services and Child Welfare, case management, worker portals, and provider portals, as well as other State Government projects. The breadth of the experience of our team brings a fresh perspective and innovative approach to Delaware.
<b>Delaware Experience</b>	The Deloitte Team has been serving Delaware since 1993, for almost 18 years. Our vast experience with Delaware state departments like Health and Social Services, Corrections, Education, Labor, Finance, and the most relevant Services to Children, Youth & their Families, enables our proposed staff to leverage relationships built and knowledge attained as they work to deliver the FACTS II project.
<b>Collaboration</b>	Our one-team approach brings together a cohesive unit of various staff — DSCYF, contractors, Deloitte and MAXIMUS—that complements and supplements each other throughout the life of the project. We provide the right mix of on-site full time personnel and just-in-time staff to provide additional expertise as necessary. We also provide a team structure where project work is done on-site.

**Table 5-1. Features and Benefits of our Approach to Organization and Staffing.**

## 5.1 Key Factors Influencing Bidder's Organizational Approach

### RFP reference: 7.2.5.1 Key Factors Influencing Bidder's Approach, Page 63

In this section, Bidders should identify the key factors that will be used to determine the staffing and management of the FACTS II project. These factors should include the types of resources required (i.e., technical experts, subject matter experts), the availability of skilled resources, the training requirements for project staff, and the integration of DSCYF staff. Bidders should address their ability to adapt the staffing levels based on project timelines, contingency plans if the project falls behind schedule, and their ability to find replacement staff with appropriate skill sets, and who are acceptable to the State, if needed throughout the life cycle of the project. Bidders are prohibited from including any off-shore or near-shore components or modules in their proposals.

### Key Factors in Determining Staffing and Management

Deloitte understands that it is critical to select the right vendor to support your vision for an Integrated Children Services model for Delaware FACTS II. Our staffing approach to Delaware FACTS II is based on a partnership – among our practitioners, our teaming partner MAXIMUS, and DSCYF staff and contractors. We bring an approach that is high-performance and low risk, designed to deliver the “right team” to DSCYF from day one.

We consider several key factors in determining the staffing and management for Delaware FACTS II as indicated in the table below:

Key Delaware FACTS II Staffing Criteria	Deloitte's Staffing Approach Meets FACTS II Requirement
<b>Staffing approach that has delivered success to many similar engagements similar to Delaware FACTS II</b>	Our experience gives us the ability to accurately estimate staffing needs; we propose key staff members that meet or exceed every experience requirement stated in the RFP.
<b>The right blend of technology and business experts</b>	Delaware FACTS II requires an understanding of not only SACWIS requirements, but also integrated children services and prevention, mental health, substance abuse treatment, and juvenile justice services disparate as well as various social services programs – we propose a team that understands both.
<b>Deep bench strength to fulfill dynamic staffing requirements</b>	We have developed a national pool of over 2000+ social services experts to provide the flexibility needed when delivering a long-term engagement – a low-risk approach to staffing.
<b>Prior experience working in Delaware</b>	Deloitte is partnering with MAXIMUS. We both have significant experience working in Delaware and bring a strong understanding of the organization, its people, and its methodologies.

**Table 5-2. Key Factors to a Successful Staffing Approach.**

## Types of Resources Required

The complexity of FACTS II requires **experienced practitioners** who are focused on the business of the programs that FACTS II will support and can understand the DSCYF challenges from day one. Deloitte meets this requirement by delivering a team that is experienced in both the business processes and technologies that comprise FACTS II. In fact, our proposed team has specific and relevant experience in the areas you have requested in your RFP and the key areas that we know are required to deliver a transfer:

- Key RFP Staffing Criteria Met by Deloitte:
  - Transfer Solution – DC FACES.NET
  - Child Welfare (SACWIS)
  - Juvenile Justice
  - Behavioral Mental Health
  - Child Care Licensing
  - FACTS I Legacy System
  - Microsoft .NET
  - COTS Technologies Used in DC FACES.NET

Per Delaware requirements stated in the RFP, we propose the following key personnel:

Key Staff Name	Project Role
Nicole Fuller	Project Manager
Ajit Kulkarni	Functional Manager
Prabhakar Arulraj	Application Manager
Harvey White	Integrated Case Management Subject Matter Expert
Kim Buchheit	Implementation Manager
Michael Nazareth	Lead Data Architect

**Table 5-3. Key Personnel.**

## Availability of Skilled Resources

Deloitte understands that while the basis of a strong team begins on day one, its success is not proven until the project is complete. Our proposed staff is removed from the project nor is their level of participation lessened without prior written justification and approval from the Delaware FACTS II Project Director. In the event that any of the proposed personnel has to leave the Delaware FACTS II project, we work with DSCYF to find a suitable replacement from our deep pool of resources across the 35 states in our national HHS practice.

Our staffing approach focuses on maintaining team continuity by confirming the availability of proposed staff members for the duration of their respective roles. We promote longevity on our engagements by consistently placing our practitioners into challenging roles whose success is measured by accountability and delivery – qualities that are essential to delivering Delaware FACTS II.

This model also eliminates the learning curves that come with the churn of staff members. We also believe that having resources local to the engagement on our team is an important aspect of promoting resource continuity on a project. Therefore, Deloitte leverages current FACTS II resources through our partner, MAXIMUS, in addition to recruiting and hiring qualified local resources to supplement our Delaware FACTS II team.

In addition to a dedicated team delivering for DSCYF, our staffing approach features the ability to deliver just-in-time expertise to augment our on-site team and tackle challenges requiring a specific skill set or background. For example, if additional expertise in any specific program area becomes necessary during the course of project delivery, we are able to draw staff with previous project experience in each of the Delaware FACTS II program areas to supplement our team.

“Deloitte is on New Hampshire’s team. They work with us night and day. We depend on their knowledge and flexibility. They help us in many ways. They always give us new ideas to keep the system up to date. On a scale of 1 to 100 they get a 108!. Their commitment to service is so outstanding.

**Laurie Snow**  
Project Manager, New Hampshire  
NewHEIGHTS

Deloitte has been successfully transferring existing HHS systems in social services projects for the past 40 years, building a social services practice of 2000+ professionals. Based on this experience and breadth of resources, we are confident in saying that both our proposed key staff and any needed supplemental expertise overcomes any challenge that may arise when delivering a complex business and technology solution such as Delaware FACTS II.

## **Training Requirements for Project Staff**

While we place a strong emphasis on project experience, we give equal weight to the formal training that arms our practitioners with the fundamentals and tools to maximize the benefit of their project experience. This philosophy was recently highlighted by the American Society for Training & Development (ASTD) when it awarded Deloitte with a prestigious BEST Award in 2009 for recognizing our strategic focus on the continuing education and development of our practitioners.

A successful, client-focused training approach that we offer to DSCYF is a Delaware FACTS II “Certified to Serve” program. This curriculum is custom-built for this engagement and acts as an on-boarding tool allowing each practitioner to:

- Describe social services industry and business operations
- Identify key roles all staff play within the engagement
- Describe the project and Department culture and why it is important to the success of Delaware FACTS II
- Recognize and know how to access and use internal Deloitte account management at the regional, national and global levels
- Confirm that the team members on Delaware FACTS II are ready and understand the project standards and methodologies





**Figure 5-1. HHS 101 is one of several training requirements necessary to complete for all Project Staff**

Aside from this program, our practitioners are accountable for their continuing education by fulfilling a learning requirement that mandates at least 40 hours per year of both live classroom and virtual, computer-based training. Types of education available to our practitioners include project management concepts, delivery and technology methodologies, and specific software package training.

Additionally, our proposed Deloitte staff members for Delaware FACTS II are “HHS-Certified” – they have completed our up-to-date social services curriculum that focuses on delivering business solutions, enabled by technology, to social services clients such as Delaware. The course offerings that make up this curriculum include:

- **HHS 101.** Introduction to United States Health and Human Services
- **HHS 201.** Introduction to Deloitte Health and Human Services Market Services
- **HHS 301.** Health and Human Services Case Management Solution Offering Overview

---

“The ASTD BEST Awards are the training industry's most rigorous and coveted recognition.”

**Tony Bingham**  
President and CEO,  
American Society for  
Training and Development.

- **HHS 302.** Health and Human Services Child Support Enforcement Solution Offering Overview

Additional course offerings are offered in around Child Care, TANF, and Child Welfare.

The Deloitte Technical Team receives ongoing education in core technical competencies, hardware, and software that includes, ASP.NET, Visual Studio.NET, Microsoft Team Foundation Server, AJAX, and a variety of COTS packages that are needed for solution functionality and implementations.

## **Integration of DSCYF Staff**

Part of our success with large-scale implementation projects is attributed to the effectiveness of our project management, approach, team structure, and collaborative working style with our clients. We propose a fully-integrated project team at every level of the organization. DSCYF staffs bring a deep understanding of existing business processes and systems, and experience with the current working environment. Deloitte resources serve as catalysts in achieving your vision for the future working environment – Delaware FACTS II. We work together and transfer knowledge every day as we work through complex issues. Collectively, both DSCYF and Deloitte, with our complementary skills and talents, form a powerful Delaware FACTS II team.

Implementing any large solution in collaboration with state government agencies involves interaction with state resources that provide subject matter expert knowledge, including policy analysis, business process input, systems knowledge, understanding of state guidelines and policies, and being familiar with office business practices. Our approach to integrating DSCYF staff includes:

- Establishing collaborative working relationships with, and among, the major engagement stakeholders to implement a structure that fosters communication and promotes accountability from day one
- Providing for regular participation from senior-level managers in key roles to create a consistent commitment to excellence and speed up the resolution of issues before project integrity is threatened
- Grouping the teams responsible for related activities together to establish effective communication, coordination, and issue resolution
- Discussing and assessing Delaware FACTS II approaches and options together in Joint Requirement Planning and Joint Application Design sessions
- Communicating through regularly scheduled status meetings and project status reports
- Reviewing and receiving buy-in on major deliverables together
- Actively transferring knowledge during the training phases of the systems development life cycle, preparing DSCYF staff for Delaware FACTS II maintenance and to support future phases of the project
- Cooperatively building and acting upon Deloitte-DSCYF transition plans



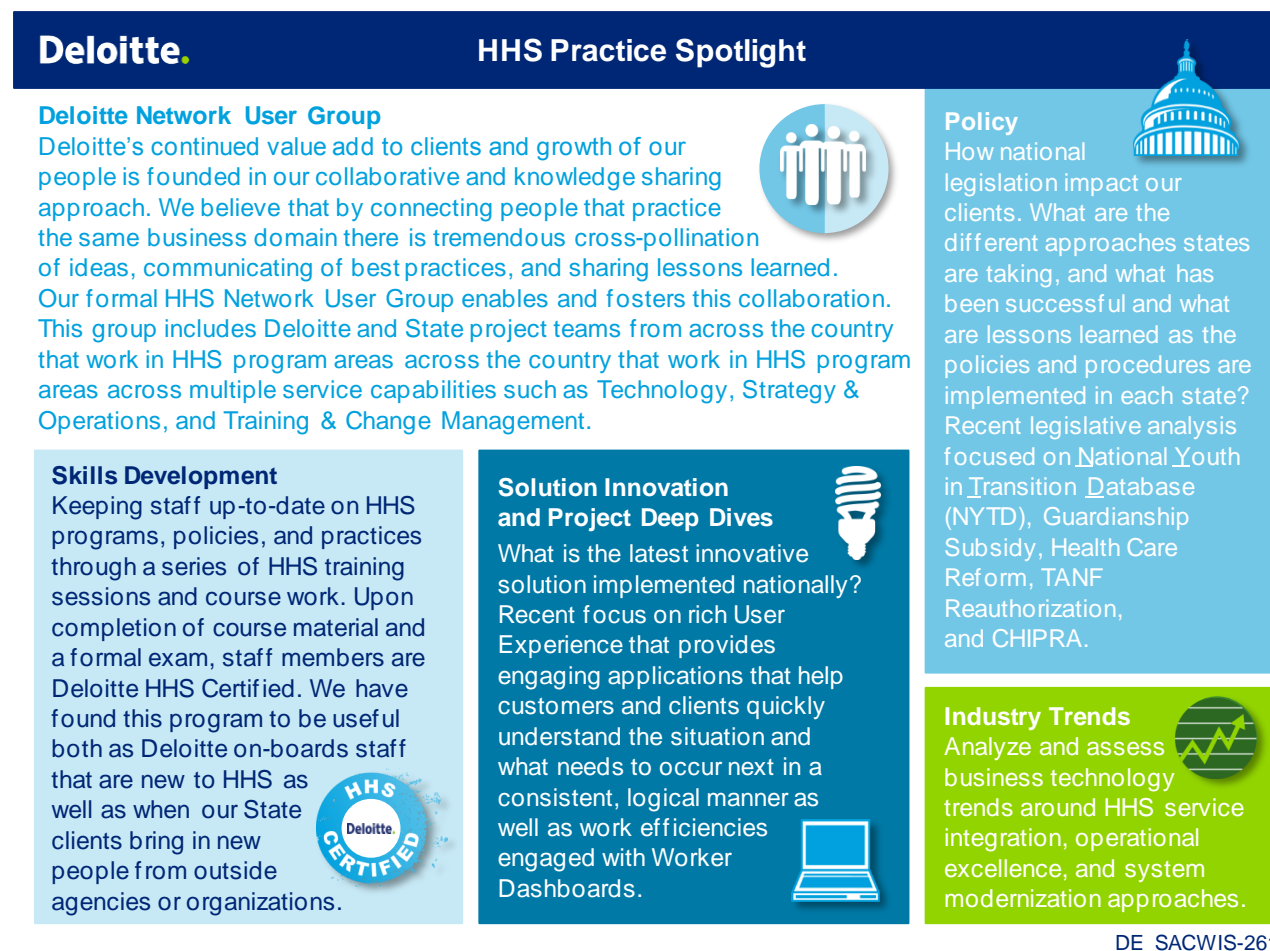
The following list represents the DSCYF teams that will be called upon to work in tandem with the Deloitte team. Because of the importance and visibility of this project, there are a large number of stakeholders. We will be co-located with the DSCYF staff and will have continual interaction on a daily basis. At a high level, we anticipate collaborating with the other following state personnel and parties:

- DSCYF IT staff
- Program Personal (DFS, YRS, DPBHS, DMSS)
- DSCYF Quality Assurance Vendor
- Partnering Agencies and Divisions for interfaces

Every one of our proposed team members will work collaboratively with these various DSCYF staff to create an integrated, **“One Team”** approach throughout each phase of FACTS II. Table 5-6 DSCYF and Deloitte Team Tasks by Phases provides a high-level list of tasks by phases and the recommended DSCYF staff that may be required.

Another avenue in which we continue to foster collaboration and innovation across states is through the Deloitte Network User Group, described in the following spotlight. Examples of benefits to states participating in the User Group include invitations to national social services practice calls in which Deloitte and client states discuss their approach to pressing issues such as impending healthcare reform, MITA, and health and human service legislative changes; knowledge collateral describing current best practices regarding how states can smoothly achieve compliance with these sweeping changes; and demonstrations of groundbreaking technology solutions in the social services industry that have delivered a measurable value to states.

On the next page, we present the extent of the network that Deloitte brings to Delaware FACTS II. The State of Delaware through the DCIS II project is already part of this user group, and we look forward to the additional participation of Delaware FACTS II.



**Figure 5-2. HHS Practice Spotlight.**

Our Deloitte Network User Group brings together our many social services clients in States throughout the U.S. to promote knowledge sharing on the latest in social services industry and technology innovations.

## Ability to Adapt Staffing Levels

We recognize that staffing requirements are not static throughout the life of a project. Factors such as an increase in complexity, reduction in timeline, or unplanned staff absence require a partner that has a proven and scalable staffing approach and the depth of talent to respond to unforeseen staffing needs.

For example, should an unexpected and critical state or federal policy change require additional case management data to be collected, we work with DSCYF to prioritize this change and, if needed, on-board additional resources that are knowledgeable in the impacted program area to deliver the enhancement.

Nicole Fuller, our proposed project manager is on-site and available to DSCYF full-time to address the dynamic staffing requirements of Delaware FACTS II. As a principal in Deloitte, she has direct access to firm resources and can expedite the resolution of any staffing issues should they arise.

We recognize that the ability to quickly allocate the right resources is fundamental to the success of any business, and our proposed staffing model offers DSCYF the flexibility needed to handle the dynamics of a large-scale development project. The following graphic describes our organization and illustrates the global capabilities we bring to DSCYF and the delivery of Delaware FACTS II.

## Contingency Planning

Our staffing approach includes contingency planning that centers on several key tasks, including the establishment of back-up or shadow resources for key roles and in critical areas of other roles; providing cross-module knowledge transfer for critical areas, particularly those with common integration points; and leveraging our deep pool of social services professionals and strong vendor relationships to backfill any needed roles on Delaware FACTS II. Deloitte project leadership responsible for delivering Delaware FACTS II is able to leverage our presence as a global consultancy and call upon resources with skill sets similar to Delaware FACTS II team members or on-board those with additional expertise to augment the Delaware FACTS II team.

## Ability to Find Replacement Staff

Our staffing approach includes contingency planning that centers on several key tasks, including the establishment of back-up or shadow resources for key roles and in critical areas of other roles; providing cross-module knowledge transfer for critical areas, particularly those with common integration points; and leveraging our deep pool of social services professionals and strong vendor relationships to backfill any needed roles on Delaware FACTS II. Deloitte project leadership responsible for delivering Delaware FACTS II is able to leverage our deep experience pool of resources with skill sets similar to Delaware FACTS II team members or on-board those with additional expertise to augment the Delaware FACTS II team. We recognize that the ability to quickly allocate the right resources is fundamental to the success of any business, and our proposed staffing model offers DSCYF the flexibility needed to handle the dynamics of a large-scale development project:

- Expansive pool of social services practitioners – 7000+ HHS Resources, from which we can draw any additional staff or specific expertise
- Strong relationships with MAXIMUS to quickly confirm and on-board new staff, as needed
- Contingency planning based on 40 years of successfully delivering social services development projects

We approach resolving personnel issues in a similar manner. Having a project manager who is also a firm leader allows for timely resolution of issues. As a principal, Nicole has the authority to make resource decisions as needed for the delivery of Delaware FACTS II. As such, should any personnel issues arise, she can immediately address and resolve the issues in a manner agreeable with the DSCYF Project Director.

## 5.2 Project Organization, Staffing, and Role(s) of Subcontractor(s)

**RFP reference: 7.2.5.2 Project Organization, Staffing, and Role (s) of Subcontractors , Page 63**

Bidders are requested to provide a proposed organizational chart, identifying staff positions, responsibilities, and anticipated levels of participation on the project.

### Organizational Chart

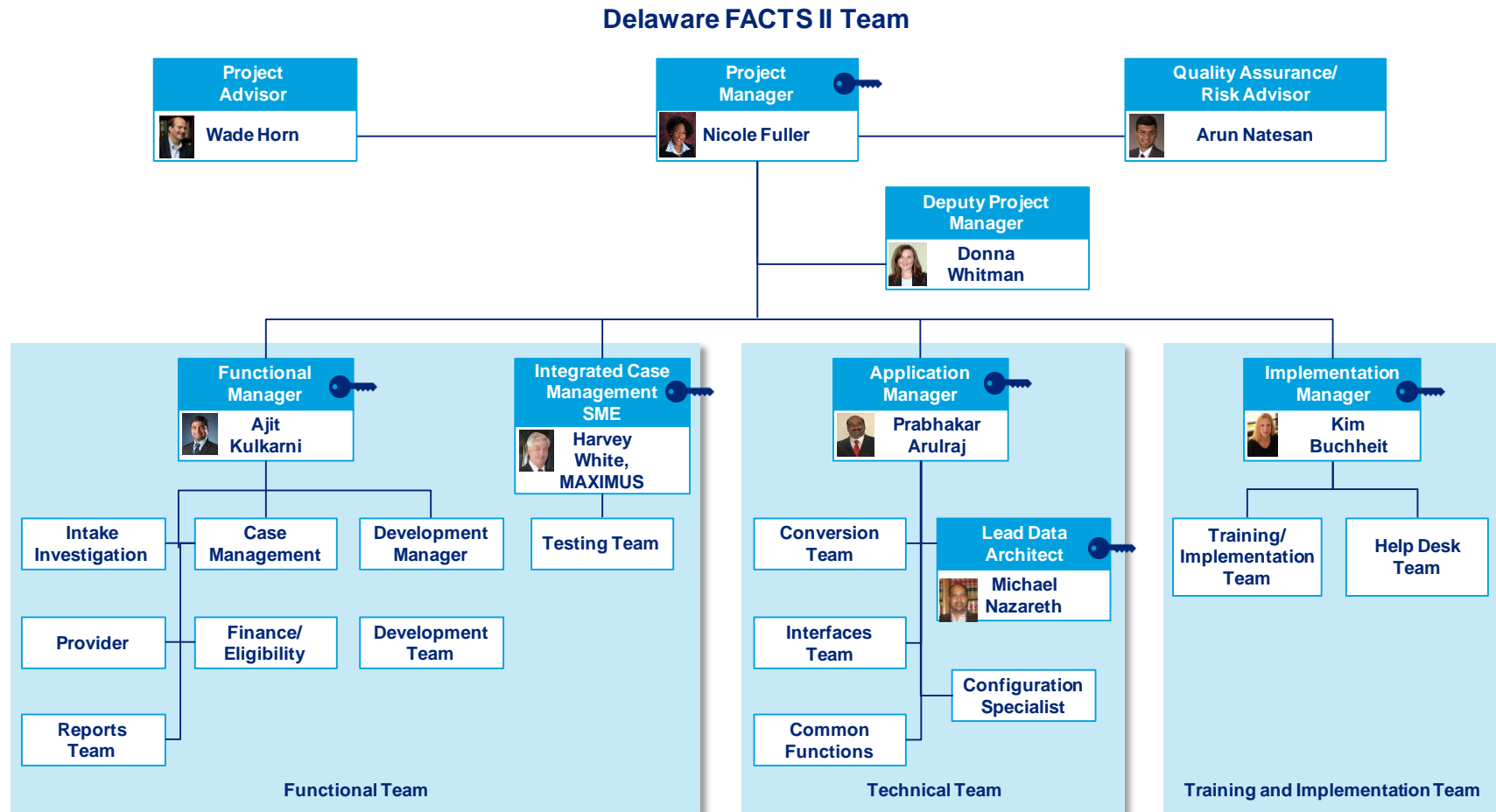
Our approach to structuring a project team is designed to foster a strong sense of partnership with DSCYF. We believe that this collegial relationship is the way to successfully implement a large, complex information system. We value our client partnerships and know that good working relationships can only be established by putting forth the effort to make such relationships work. This approach has proven successful, as documented by our long lasting client relationships with many other states.

Often, when visitors are at our project sites, it is difficult to know who vendor staff is and who agency staff is. Each of our practitioners is partnered with a DSCYF staff person throughout the phases of the project. This approach to staffing is the foundation of consistent and active participation of learning between both the Deloitte staff and the DSCYF staff. Effective knowledge transfer is two way and occurs between both vendor and DSCYF staff. Although our Integrated Children's Service practitioners are national experts in child welfare, SACWIS, and system integration, we learn about your business directly from you. This true partnership is the foundation of our successful SACWIS projects.

When developing a project organization and making team assignments, we consider the experiences of our qualified consultants. Each has a different concentration and therefore a wide-ranging base of knowledge due to their area of expertise and individual project histories. Our proposed organizational structure is designed to take advantage of these differences in a way that serves the needs of the project and our clients. To fill each functional role on our proposed team, we have identified consultants who have extensive experience in serving their individual proposed functions.

The project organization chart in the following figure illustrates our proposed project team structure. It shows the high level organizational structure that reflects the requirements of the RFP, as well as highlights additional personnel who are important in delivering a successful solution. As detailed later in this section, each of the proposed key staff members, Project Manager, Application Manager, Implementation Manager, Functional Manager, Integrated Case Management Subject Matter Expert, and Lead Data Architect has experience in delivering SACWIS solutions.

The names of our key personnel are identified by a key indicator.



DE\_SACWIS-189\_14

**Figure 5-3. Organization Chart of Our Delaware FACTS II Team.**

Deloitte's proposed Delaware FACTS II team includes highly-qualified leadership, technical and subject matter expert personnel.

Several features of our organizational structure enhance our ability to successfully deliver the Delaware FACTS II Project:

- **Assigning Ownership by Life Cycle Phase.** Ownership by an experienced team of a few select people promotes full authority, responsibility and buy-in among staff. As a result, the team gets the job done with appropriate but minimal overhead
- **Presence of Senior-Level Advisor.** Senior advisors create a community of knowledge and foster a commitment to project excellence
- **Presence of Quality and Risk Management.** Quality and risk management helps to identify and resolve potential issues before they impact the project – providing vital assistance and insight to the project team
- **Sub-Team Structure.** Dividing the workforce into focused teams allows us to effectively leverage the knowledge and skills of our leadership throughout the project

The following table identifies key staff positions, responsibilities, and anticipated levels of participation in Delaware FACTS II.



Name	Proposed Project Title	Project Role Description – Key Staff Responsibilities and Commitment	Deloitte Employee	State Government Experience	Level of Participation
<b>Nicole Fuller, Principal</b>	Project Manager	<ul style="list-style-type: none"> <li>Provides overall project oversight and support, supplementing the day-to-day management</li> <li>Focuses on providing quality, resolving issues across teams</li> <li>Is ultimately responsible for the FACTS II Project</li> <li>Responsible for the project's day-to-day activities and personnel</li> <li>Helps confirm that all deliverables meet the standards</li> <li>Monitors and reports the project's progress</li> <li>Facilitates the coordination and integration of individual project teams</li> <li>Promotes communication between users and teams</li> <li>Marshals resources to solve specific problems</li> <li>Responsible for cost and delivery schedule</li> </ul>	Yes	18 years	Full Time
<b>Harvey White</b>	Integrated Case Management Subject Matter Expert	<ul style="list-style-type: none"> <li>Serve as the Subject Matter Expert of DSCYF business processes</li> <li>Collaboratively works with our Functional Team Manager through the systems development life cycle</li> <li>Lead the Functional Test Team</li> <li>Lead the creation, execution, reporting, and monitoring of the integration and regression test activities</li> </ul>	No-MAXIMUS	21 years	Full Time
<b>Ajit Kulkarni</b>	Functional Manager	<ul style="list-style-type: none"> <li>Oversees the design and development effort</li> <li>Prepares the general/detail system design description</li> <li>Monitors the overall quality of the development</li> <li>Participates in quality assurance, configuration management</li> <li>Acts as the link between the users and the project designers and developers</li> <li>Coordinates the testing and conversion to comply with the implementation schedule</li> </ul>	Yes	9 years	Full Time

Name	Proposed Project Title	Project Role Description – Key Staff Responsibilities and Commitment	Deloitte Employee	State Government Experience	Level of Participation
<b>Kim Buchheit</b>	Implementation Manager	<ul style="list-style-type: none"> <li>Responsible for planning, coordination, and execution of the Implementation and Training Plan</li> <li>Manages the Help Desk Team</li> </ul>	Yes	5 years	Full Time
<b>Prabhakar Arulraj</b>	Application Manager	<ul style="list-style-type: none"> <li>Responsible for hardware and infrastructure procurement and management</li> <li>Evaluates, develops, configures, and deploys infrastructure specifications</li> <li>Oversees the technical side of implementation and training</li> <li>Oversees common service and component development</li> <li>Oversees the conversion and interface teams</li> </ul>	Yes	14 years	Full Time
<b>Michael Nazareth</b>	Lead Data Architect	<ul style="list-style-type: none"> <li>Responsible for designing, configuring and managing the application development environment, the software testing environment, and other technology services described in RFP</li> <li>Mutually plans and coordinates with the State concerning equipment sizing, and database capacity planning</li> <li>Confirms that the data architecture meets the IT requirements related to performance and maintainability</li> </ul>	Yes	12 years	Full Time

**Table 5-4. Key Staff Positions, Responsibilities, and Anticipated Levels of Participation**

**RFP reference: 7.2.5.2 Project Organization, Staffing, and Role (s) of Subcontractors , Page 63**

Bidders must identify the Responsible Executive who will have overall responsibility for the project. Bidders should develop a matrix outlining proposed key staff, to include each person's level of authority, relevant experience, and knowledge and skills. Key staff roles should include: Project Manager, Integrated Case Management Subject Matter Expert, Functional Team Manager, Implementation Manager, Application Manager, and Lead Data Architect. The State retains the right to accept or reject all proposed project personnel and to remove staff from the project, as necessary. The State reserves the right to request another staffing resource without cause for any reason.

## **Key Staff Bios**

### **Nicole Fuller, Project Manager (Responsible Executive)**

Nicole Fuller is a principal in the Deloitte practice and Practitioner in our Integrated Children Services practice. Nicole will have overall responsibility for the project. Nicole has worked with a number of states over the past 18 years and has built relationships with the Administration of Children and Families (ACF), has a deep understanding of implementation expectations from state as well as federal levels. Nicole has a unique background that sets her apart from most state government systems integrators. She received her Bachelor and Master degrees in social work, combined with her technology education for the delivery of large-scale health and human service projects.

Her background in social work brings a compassion and deeper level of understanding of how a child welfare program and SACWIS can benefit the lives of Delaware children and families. Her career eleven year career Deloitte has been focused on serving state health and human services agencies focused on child welfare, SACWIS, child care, and early learning solutions. She has led SACWIS engagements in the District of Columbia (DC FACES), Maryland CHESSIE, Alabama FACTS, and served as an advisor on Tennessee KIDS. Nicole has supported several States to prepare and progress through the SACWIS assessment process. In addition, Nicole has led work on our child care and early learning project in the Commonwealth of Pennsylvania – Pelican. Her area of expertise is specifically in modernizing and extending these systems from legacy to new and emerging technologies.

### **Harvey White, Integrated Case Management Subject Matter Expert**

Harvey White, MAXIMUS, has more than 21 years of data processing experience including 11 years of project leadership building complex IT solutions using Waterfall and RAD based methodologies. His expertise includes project management, system design, system development, implementation, and restructuring of complex mainframe and PC-based client/server applications. Mr. White has performed as a system developer, development team leader, and most recently as the MAXIMUS Project Manager of the Delaware FACTS system development and maintenance for the State of Delaware Department of Services for Children, Youth, and Their Families (DSCYF).

### **Ajit Kulkarni, Functional Manager**

Ajit Kulkarni has served as the DC FACES.NET functional team manager for the last three years. In his current role, Ajit has been responsible to manage the Deloitte onsite FACES.NET team in the delivery of maintenance and operation services and recent enhancements. He has over nine years of extensive experience in implementing various large-scale enterprise system implementations in the State and Local Government sector, primarily in Social Services, including Integrated Eligibility Systems, Child Care Management Systems, Child Welfare Management Systems, and Unemployment Insurance Systems. He has broad cross functional knowledge in business processes and systems related to the Social Services agencies. Ajit is accomplished in each phase of the system implementation life cycle using various technologies and frameworks, including business process re-engineering, requirements capture and analysis, system design, testing, training and implementation. He also has over 4 years of experience in managing large teams to deliver large systems comprising of heterogeneous platforms and technologies.

### **Prabhakar Arulraj, Application Manager**

Prabhakar Arulraj has more than 14 years of information technology experience in State Government. Prabhakar recent role as the Application/Deputy Project Manager on Alabama FACTS and previous role as the solution architect on DC FACES.NET. Prabhakar was a team lead during the conversion of DC FACES from client server to .NET technologies. His expertise includes the development of new and maintenance of Web-based applications for health and human services, specifically those in child welfare and adult protective services. His strong technical and functional knowledge of child welfare enables him to understand the client business requirements thoroughly and deliver successful quality information systems.

### **Kim Buchheit, Implementation Manager**

Kimberly is an Organization and Change Consultant for the Public Sector. She has over 5 years experience in strategy, process design, communication, project management, organization design, training, and employee relationship management. Kimberly has had vast training in the Health and Human Services industry that enables her to understand the project from a business perspective. Her additional extensive experience in the public sector comes from working with children and families who have been affected by abuse and/or mental illness. This experience includes cognitive behavioral therapy, training, case management, communication skill building, and conflict resolution.

### **Michael Nazareth, Lead Data Architect**

Michael is an experienced practitioner with over 12 years experience in technology focused around database administration. His distinguished IT has provided him with an expertise in Oracle DBA activities throughout his previous projects. Among other tasks he has focused his talents on planning and implementing backup and recovery strategies for databases. His talents spread across many platforms and versions of databases with knowledge and expertise around Oracle databases versions 7.x to 10g.

Managing those in both live and test environments on platforms such as Sun Solaris, HP-UX, Windows, and Linux.

## Non-Key Staff Bios

### Arun Natesan, Quality Assurance/Risk Advisor

Arun has 19+ years of information systems analysis, design, review, implementation and maintenance experience. This experience has been applied to several functional areas in Health and Human Services - Child Care Systems, Child Welfare (SACWIS) Systems, Early Learning Systems, Child Development Systems and Child Support Systems. Throughout his career Arun has been instrumental in designing and developing large complex technology and business transformation projects. Arun was the Project Partner for the Alabama FACTS and DC FACES.NET project and will serve as the Delaware FACTS II Quality Assurance partner.

### Wade Horn, Project Advisor

Wade F. Horn, Ph.D., is a director in Deloitte LLP's Public Sector practice, focusing on helping state governments provide effective and efficient health and human services that are client-focused and compliant with federal laws, regulations, and reporting requirements. Prior to coming to Deloitte, Dr. Horn served from 2001 to 2007 as the Assistant Secretary for Children and Families within the U.S. Department of Health and Human Services (HHS) where he oversaw over 60 federal programs with a total budget of \$47 billion aimed at improving the well-being of children and helping families achieve self-sufficiency, including welfare, child welfare, child support, child care, and adoption. Dr. Horn brings over 25 years of experience in the delivery of effective health and human services at the federal, state and local level. Wade will serve as a Federal Policy Advisor to the FACTS II project team.

## Staff Matrix



Deloitte has the breadth and depth of experience to produce successful results for the Delaware FACTS II Project. Our proposed management team, which consists of the key personnel as defined by the RFP, Project Manager, Application Manager, Functional Manager, Implementation Manager, and Lead Data Architect have the necessary blend of SACWIS, child care, child care licensing, juvenile justice, and behavioral/mental health case management and technical experience. This combination of experiences distinguishes our team from all others. Our proposed team provides us with a strong base and understanding of our proposed methodology and delivery approach for this project. Additionally, the members of our proposed project team have shared work histories to deliver similar solutions. Advantageous to Delaware DSCYF, they have proven to work well collectively and they already know each other's work ethics and expectations.

We have considered the subject matter expertise, leadership qualifications, and mutually recognized professional values of each proposed staff member and have constructed a team of highly knowledgeable and capable practitioners who are ready to manage this project, and deliver a quality solution that will not only meet, but will exceed your expectations.

Nicole Fuller, our proposed project manager is responsible for the direction of the entire Deloitte Project Team, guiding the overall effort to foster consistency and effective implementation of all activities, while helping to confirm the quality of all work performed by Deloitte. While each member of the Project Team works collegially with other members, there are certain responsibilities allocated to each team member.

Deloitte acknowledges that the DSCYF retains the right to accept or reject all proposed project personnel and to remove staff from the project, as necessary, as well as the right to request another staffing resource without cause for any reason.

The following table summarizes our Key Staff plus the Quality Assurance Risk Advisor to whom our Project Manager reports to, their level of authority for Delaware FACTS II, and a brief overview of their knowledge/expertise and skills.

Name	Title and Level of Authority	Relevant Experience, Knowledge, and Skills
<b>Arun Natesan</b> 	<b>Quality Assurance Risk Advisor</b> Reports to Deloitte's National HHS Lead	<ul style="list-style-type: none"> <li>• 19+ years of information systems analysis, design, review, implementation and maintenance experience</li> <li>• Expertise in Child Care Systems, Child Welfare (SACWIS) Systems, Early Learning Systems, Child Development Systems and Child Support Systems</li> <li>• Served as Project Partner for the Alabama FACTS and DC FACES.NET project</li> </ul>
<b>Nicole Fuller</b> 	<b>Project Manager</b> Reports to QA Principal	<ul style="list-style-type: none"> <li>• 18 years state government experience</li> <li>• Expertise in project management</li> <li>• Expertise in modernizing and extending SACWIS systems from legacy to new and emerging technologies</li> <li>• Led SACWIS engagements in the District of Columbia (DC FACES), Maryland CHESSIE, Alabama FACTS, and served as an advisor on Tennessee KIDS</li> <li>• Supported several states to prepare and progress through the SACWIS assessment process</li> <li>• Led work on our child care and early learning project in the Commonwealth of Pennsylvania – PELICAN</li> </ul>



Name	Title and Level of Authority	Relevant Experience, Knowledge, and Skills
<b>Harvey White, MAXIMUS</b>  	<b>Integrated Case Management Subject Matter Expert (SME)</b> Reports to Project Manager	<ul style="list-style-type: none"> <li>• 21 years of state government experience</li> <li>• 11 years of project leadership building complex IT solutions using Waterfall and RAD based methodologies</li> <li>• Expertise in project management, system design, system development, implementation, and restructuring of complex mainframe and PC-based client/server applications</li> </ul>
<b>Ajit Kulkarni</b>  	<b>Functional Manager</b> Reports to Project Manager	<ul style="list-style-type: none"> <li>• 9 years of state government experience</li> <li>• Extensive experience in implementing various large-scale enterprise system implementations in the State and Local Government sector. primarily in Social Services, including Integrated Eligibility Systems, Child Care Management Systems, Child Welfare Management Systems, and Unemployment Insurance Systems</li> <li>• Broad cross functional knowledge in business processes and systems related to the Social Services agencies</li> <li>• Accomplished in each phase of the system implementation life cycle using various technologies and frameworks, including business process re-engineering, requirements capture and analysis, system design, testing, training and implementation</li> <li>• 4 years of experience in managing large teams to deliver large systems comprising of heterogeneous platforms and technologies</li> </ul>
<b>Prabhakar Arulraj</b>  	<b>Application Manager</b> Reports to Project Manager	<ul style="list-style-type: none"> <li>• 14 years of information technology experience in State Government</li> <li>• 7 years of experience in managing large teams to deliver large systems comprising of heterogeneous platforms and technologies</li> <li>• Strong technical and functional knowledge of child welfare</li> <li>• Development of new and maintenance of Web-based applications for health and human services, specifically in child welfare</li> </ul>





Name	Title and Level of Authority	Relevant Experience, Knowledge, and Skills
<b>Kim Buchheit</b>  	<b>Implementation Manager</b> Reports to Project Manager	<ul style="list-style-type: none"> <li>• Over 5 years of experience in Implementation Management and Application Support</li> <li>• Experience in strategy, process design, communication, project management, organization design, training, and employee relationship management</li> <li>• Extensive experience in the public sector working with children and families who have been affected by abuse and/or mental illness</li> </ul>
<b>Michael Nazareth</b>  	<b>Lead Data Architect</b> Reports to Application Manager	<ul style="list-style-type: none"> <li>• 12 years experience in technology focused around database administration</li> <li>• Expertise in Oracle DBA, Oracle databases versions 7.x to 10g</li> <li>• Expertise in planning and implementing backup and recovery strategies for databases</li> <li>• Sun Solaris, HP-UX, Windows, and Linux</li> </ul>

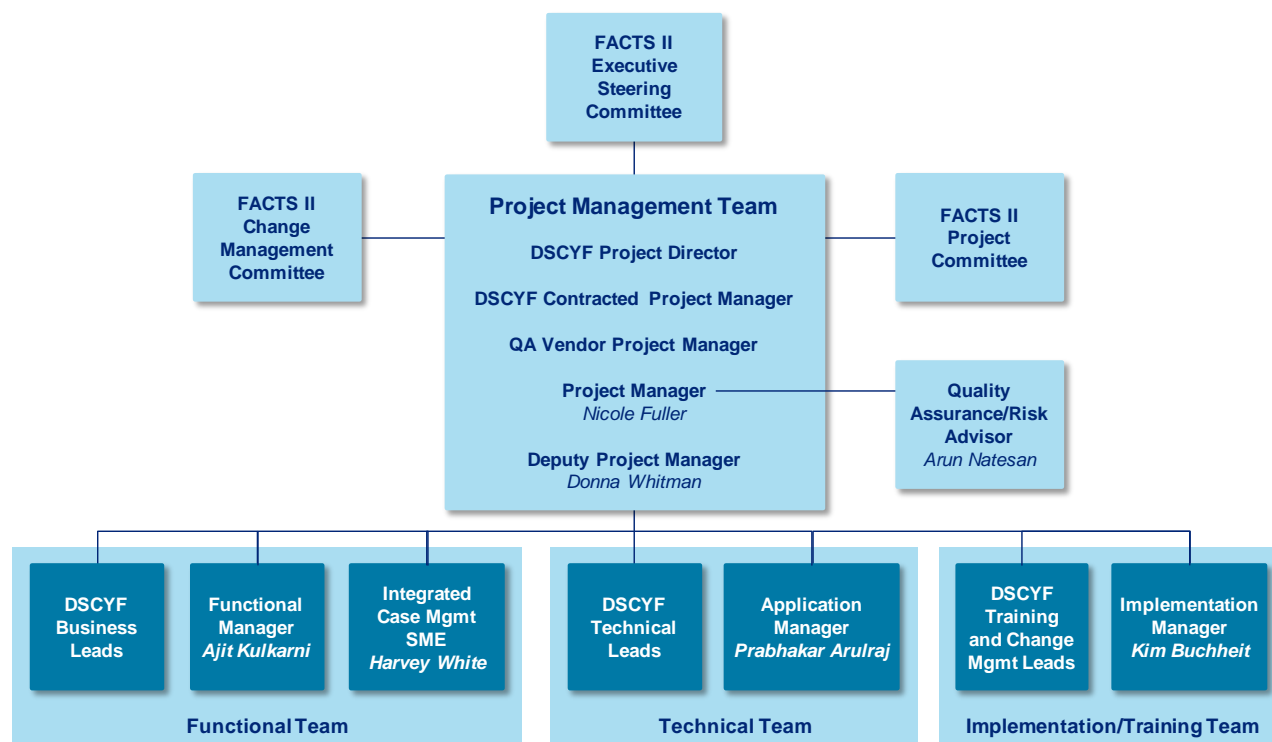
Table 5-5. Key Staff.

#### RFP reference: 7.2.5.2 Project Organization, Staffing, and Role (s) of Subcontractors , Page 63

Bidders should provide a description of the proposed integration of DSCYF staff and should address, at a minimum, the phases of the project, the proposed DSCYF staff needed for each phase, and their anticipated roles and responsibilities.

## Integration of DSCYF Staff

Our staffing approach of pairing a Deloitte staff member with a DSCYF staff member is the foundation for collaboration and knowledge sharing between Deloitte staff and DSCYF staff. This true partnership is the basis of successful SACWIS projects. The following high level organizational chart provides our recommended integrated team structure of the teams. We will work with DSCYF to determine the best partnership of Deloitte staff with DSCYF and the QA Vendor staff to create the integrated project team organizational chart.



DE\_SACWIS-347\_4

Figure 5-4. Integrated Team Organization.

### ***Integrated Team – Roles & Responsibilities by Phase***

Part of implementing any large solution in collaboration with state government agencies involves interaction with state resources that provide subject matter expert knowledge, including policy analysis, business process input, systems knowledge, understanding of state guidelines and policies, and being familiar with office business practices.

We will be co-located with your Delaware FACTS II staff and will have continual interaction on a daily basis. At a high level, we anticipate collaborating with the following state personnel and parties:

- IT staff will support design and development of Delaware FACTS II components and will be trained in the solution and technologies
- Program Personnel (DFS, YRS, DPBHS, DMSS) will focus on business processes and user acceptance testing
- Administrative state personnel supports human resources and fiscal tasks pertaining to Delaware FACTS II
- Delaware PMO and Quality Assurance vendors

Every one of our proposed team members works collaboratively with these various DSCYF staff to create an integrated, “one team” approach throughout each phase of Delaware FACTS II.

The following table describes the high-level interaction between DSCYF and Deloitte project staff by phase as we work together through the tasks defined in the RFP.

Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
<b>Project Initiation and Management</b>	<ul style="list-style-type: none"> <li>• FACTS II Project Director</li> <li>• FACTS II Contracted Project Manager</li> <li>• FACTS II Organizational Change Management Specialist</li> <li>• Senior Fiscal Management Analyst</li> <li>• FACTS II Project Committee</li> <li>• FACTS II Quality Assurance Vendor</li> </ul>	<ul style="list-style-type: none"> <li>• Schedule and participate in the Project Kick-off Meeting defining the major functionality components for the release</li> <li>• Participate in Joint Planning Sessions establishing the high-level timeframes for the release</li> <li>• Establish governance and issue escalation process</li> <li>• Ultimate responsibility for project management throughout the phases of the project and takes ownership and responsibility for confirming the success of the project</li> <li>• Definition of a formalized approach to project management that allows for the management of the project tasks</li> <li>• Joint responsibility for functions such as initiation and monitoring of a comprehensive development methodology, development and maintenance of the project work plan, ongoing project control, scheduling and work assignments, review of project deliverables, identification and management of project risks, implementation planning, and weekly project status reports. Coordinating reporting, review, and quality assurance process</li> </ul>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Functional Manager</li> <li>• Application Manager</li> <li>• Implementation Manager</li> <li>• Integrated Case Management Subject Matter Expert</li> </ul>	<ul style="list-style-type: none"> <li>• Management of all project activities under direction of the FACTS II Steering Committee, FACTS II Project Director, and the FACTS II Contracted Project Manager</li> <li>• Confirm compliance with DTI's PMO project management, based on industry standard Project Management Institute principles</li> </ul>

Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
		<ul style="list-style-type: none"> <li>Facilitating timely resolution of issues raised by the Deloitte Project Manager</li> <li>Review the overall project work plan</li> <li>Develop and review Change Requests</li> <li>Review and approve Project Deliverables</li> </ul>		
<b>System Planning and Analysis</b>	<ul style="list-style-type: none"> <li>FACTS II Contracted Project Manager</li> <li>FACTS II Business Leads</li> <li>FACTS II Technical Development Leads</li> <li>FACTS II Quality Assurance Vendor</li> </ul>	<ul style="list-style-type: none"> <li>Identify System Planning session participants</li> <li>Define roles and responsibilities of session participants</li> <li>Participate in System Planning sessions</li> <li>Approve Requirement Verification and Joint Application Design Session Schedules and Locations</li> <li>Review and revise master project plan</li> <li>Review and sign off on Application Architecture</li> <li>Review and sign off on Design orientation materials</li> </ul>	<ul style="list-style-type: none"> <li>Project Manager</li> <li>Functional Manager</li> <li>Application Manager</li> <li>Implementation Manager</li> <li>Integrated Case Management Subject Matter Expert</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate System Planning sessions</li> <li>Document roles and responsibilities</li> <li>Review and Revise Master Project Plan</li> <li>Structure, Plan and Schedule requirements verification sessions</li> <li>Structure, Plan and Schedule Joint Application Design Sessions</li> <li>Prepare requirement verification and design orientation materials</li> </ul>



Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
<b>Requirements Verification</b>	<ul style="list-style-type: none"> <li>• FACTS II Contracted Project Manager</li> <li>• FACTS II Business Leads</li> <li>• FACTS II Technical Development Leads</li> <li>• Subject Matter Experts</li> <li>• FACTS II Quality Assurance Vendor</li> <li>• FACTS II Organizational Change Management Specialist</li> <li>• Senior Fiscal Management Analyst</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the Business Process and Requirements Verification Sessions</li> <li>• Provide input and research for defining Business Requirements and Business Process model</li> <li>• Research and provide policy and business clarifications</li> <li>• Discuss and assess solution alternatives</li> <li>• Review and sign-off business requirements traceability report</li> <li>• Review and sign-off on Conceptual Design</li> <li>• Review and sign off on Logical Data Model</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Manager</li> <li>• Application Manager</li> <li>• Functional Team Leads</li> <li>• Lead Data Architect</li> <li>• Implementation Manager</li> <li>• Development Manager</li> <li>• Integrated Case Management Subject Matter Expert</li> <li>• Reports Lead</li> <li>• Interfaces Lead</li> <li>• Conversion Lead</li> <li>• Common Functions Lead</li> </ul>	<ul style="list-style-type: none"> <li>• Lead Business Process and Requirements Gathering Sessions</li> <li>• Develop and present solution alternatives</li> <li>• Support understanding of policy, federal, state, requirements</li> <li>• Define Business Process model</li> <li>• Conduct walkthroughs and review sessions for business modeling and requirements</li> <li>• Complete final requirements verification and traceability report</li> <li>• Develop and maintain the conceptual designs and working logical data models for components of the Delaware FACTS II System necessary to support the DSCYF programs</li> </ul>

Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
<b>System Design</b>	<ul style="list-style-type: none"> <li>FACTS II Contracted Project Manager</li> <li>FACTS II Business Leads</li> <li>FACTS II Technical Development Leads</li> <li>JAD Participants</li> <li>Subject Matter Experts</li> <li>FACTS II Quality Assurance Vendor</li> <li>FACTS II Organizational Change Management Specialist</li> <li>Senior Fiscal Management Analyst</li> </ul>	<ul style="list-style-type: none"> <li>Attend and Participate Joint Application Design Sessions</li> <li>Support the development of functional requirements</li> <li>Approve decisions on Design considerations and changes</li> <li>Approve and sign off on Physical data model</li> <li>Approve and sign off on System Architecture</li> <li>Approve and sign off on Data dictionary</li> <li>Approve and sign off on Detailed Design Document</li> <li>Approve and sign off on Document management design specifications</li> </ul>	<ul style="list-style-type: none"> <li>Functional Manager</li> <li>Application Manager</li> <li>Functional Team Leads</li> <li>Lead Data Architect</li> <li>Implementation Manager</li> <li>Integrated Case Management Subject Matter Expert</li> <li>Development Manager</li> <li>Reports Lead</li> <li>Interfaces Lead</li> <li>Conversion Lead</li> <li>Common Functions Lead</li> </ul>	<ul style="list-style-type: none"> <li>Create High Level Design and Detailed Design</li> <li>Map functional requirements to business requirements</li> <li>Conduct Joint Application Design Sessions</li> <li>Conduct walkthroughs and review sessions for functional requirements</li> <li>Develop and maintain the detailed designs and working models for the components of the Delaware FACTS II System necessary to support the DSCYF programs</li> <li>Prepare Physical data model</li> <li>Prepare System Architecture</li> <li>Prepare Data Dictionary</li> <li>Prepare Detailed Design Document</li> <li>Prepare document management design specifications</li> <li>Complete conversion mapping of FACTS to FACTS II</li> </ul>

Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
<b>System Development</b>	<ul style="list-style-type: none"> <li>FACTS II Contracted Project Manager</li> <li>FACTS II Business Leads</li> <li>FACTS II Technical Development Leads</li> <li>JAD Participants</li> <li>Subject Matter Experts</li> <li>FACTS II Quality Assurance Vendor</li> </ul>	<ul style="list-style-type: none"> <li>Clarify requirements if needed</li> <li>Monitor development phase</li> <li>Provide subject matter expertise on FACTS II requirements both technical and functional</li> <li>Provide subject matter expertise on FACTS I for conversion development and testing</li> <li>Approve and Sign off on Application Standards</li> <li>Approve and Sign off on Code releases</li> <li>Approve and Sign off on migration plan</li> <li>Approve and Sign off on System Backup and Recovery Plan</li> <li>Approve and sign off on Configuration, Build, and Release Management Plan</li> <li>Approve and sign off on Integrated Application Development Environment (IADE) Design Document</li> <li>Approve and sign off on Unit Test Plan</li> <li>Approve and sign off on Unit Test Results Report</li> </ul>	<ul style="list-style-type: none"> <li>Functional Manager</li> <li>Application Manager</li> <li>Functional Team Leads</li> <li>Lead Data Architect</li> <li>Implementation Manager</li> <li>Integrated Case Management Subject Matter Expert</li> <li>Development Manager</li> <li>Reports Lead</li> <li>Interfaces Lead</li> <li>Conversion Lead</li> <li>Common Functions Lead</li> <li>Developers</li> <li>Reports Lead</li> <li>Database Administrator</li> <li>Configuration Specialist</li> </ul>	<ul style="list-style-type: none"> <li>Manage development phase</li> <li>Create and maintain Development environment</li> <li>Develop application, batch, interfaces and reports</li> <li>Unit test application, batch, interfaces and reports</li> <li>Create and maintain Conversion environment</li> <li>Develop conversion programs and complete unit testing</li> <li>Prepare Application Standards document</li> <li>Prepare Migration plan</li> <li>Prepare system backup and recovery plan</li> <li>Prepare configuration, build and release management plan</li> <li>Prepare integrated application development environment design document.</li> <li>Prepare Unit Test Plan</li> <li>Prepare Unit Test Results Report</li> </ul>

Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
<b>System Testing</b>	<ul style="list-style-type: none"> <li>• FACTS II Business Leads</li> <li>• Subject Matter Experts</li> <li>• JAD Participants</li> <li>• FACTS II Quality Assurance Vendor</li> </ul>	<ul style="list-style-type: none"> <li>• Assist with development of test cases</li> <li>• Assist in developing security strategy and security testing scenarios</li> <li>• Approve system testing</li> <li>• Co-develop the system test plan with the Contractor</li> <li>• Support processes to facilitate design and development (if needed)</li> <li>• Participate in Conversion Testing</li> <li>• Approve Conversion testing</li> <li>• Approve Integration Testing</li> <li>• Participate in User Acceptance Testing (UAT)</li> <li>• Approve UAT</li> <li>• Approve and Sign off on System Test Plan</li> <li>• Approve and Sign off on System Test Results Report</li> <li>• Approve and Sign off on Integration Test Plan</li> <li>• Approve and Sign off on Integration Test Results Report</li> <li>• Approve and Sign off on Regression Test Plan</li> <li>• Approve and Sign off on Regression Test Results Report</li> <li>• Approve and Sign off on User Acceptance Test Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Functional Manager</li> <li>• Application Manager</li> <li>• Lead Data Architect</li> <li>• Conversion Lead</li> <li>• Common Functions Lead</li> <li>• Development Manager</li> <li>• Functional Team Lead</li> <li>• Integrated Case Management Expert</li> <li>• Testers</li> <li>• Developers</li> <li>• Reports Lead</li> <li>• Interfaces Lead</li> <li>• Common Functions Lead</li> <li>• Configuration Specialist</li> <li>• Database Administrator</li> </ul>	<ul style="list-style-type: none"> <li>• Create test environments for system testing, Integraton Testing and User Acceptance testing</li> <li>• Conduct System Testing</li> <li>• Conduct Integration Testing</li> <li>• Co-develop system test plan with the DSCYF</li> <li>• Certify system for user acceptance testing</li> <li>• Correct defects as identified during testing</li> <li>• Complete Integration and System Testing</li> <li>• Lead planning for production support process</li> <li>• Plan and identify transition support activities</li> <li>• Complete test deliverables</li> <li>• Prepare scripts to be utilized by State Staff for UAT</li> <li>• Prepare System Documentation for utilization by UAT Team</li> <li>• Conduct Load Testing</li> <li>• Conduct Regression Testing</li> <li>• Prepare for and support system tests</li> <li>• Certify system and provide support for system and user acceptance testing</li> <li>• Prepare System Test Plan</li> <li>• Prepare System Test Results Report</li> <li>• Prepare Integration Test Plan</li> <li>• Prepare Integration Test Results Report</li> </ul>

Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
		<ul style="list-style-type: none"> <li>• Approve and Sign off on User Acceptance Test Plan</li> <li>• Approve and Sign off on User Acceptance Test Results Report</li> <li>• Approve and Sign off on Pilot Test Plan</li> <li>• Approve and Sign off on Pilot Test Results Report</li> </ul>		<ul style="list-style-type: none"> <li>• Prepare Regression Test Plan</li> <li>• Prepare Regression Test Results Report</li> <li>• Prepare User Acceptance Test Plan</li> <li>• Prepare User Acceptance Test Results Report</li> <li>• Conduct Pilot Testing</li> <li>• Prepare Pilot Test Plan</li> <li>• Prepare Pilot Test Results Report</li> </ul>
<b>System Training</b>	<ul style="list-style-type: none"> <li>• FACTS II Contracted Project Manager</li> <li>• FACTS II Organizational Change Management Specialist</li> <li>• FACTS II Quality Assurance Vendor</li> <li>• FACTS II Business Leads</li> <li>• FACTS User Training Team</li> </ul>	<ul style="list-style-type: none"> <li>• Help plan and review user documentation and training material</li> <li>• Provide information for change readiness and communication plan</li> <li>• Engage field, regional, and state office staff in developing local office processes which use system functionality</li> <li>• Receive the following training: development, UAT Team, Help Desk, System Administrators, database and system management tools</li> <li>• Work with Deloitte to develop training plans and materials</li> <li>• Provide for publication of materials</li> <li>• Provide training sites and coordination of training schedules</li> <li>• Review and sign off on training deliverables</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Manager</li> <li>• Trainers</li> <li>• Help Desk</li> <li>• Functional Manager</li> <li>• Functional Team Leads</li> </ul>	<ul style="list-style-type: none"> <li>• Develop training plan</li> <li>• Develop user manuals and training material</li> <li>• Develop training plan, training materials, and user manuals that adhere to industry best practices training guidelines</li> <li>• Prepare feedback mechanism and survey for training effectiveness</li> <li>• Provide long-term training material support for new worker orientation</li> <li>• Survey staff, citizens and providers to ascertain perceptions prior to implementation</li> <li>• Develop change readiness and communication plan</li> <li>• Develop training environment for training and sandboxes</li> <li>• Develop business process change document</li> <li>• Revise training plan at least 30 days in advance of the training sessions</li> <li>• Prepare Instructional Design for the Training</li> </ul>

Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
		<ul style="list-style-type: none"> <li>• Provide information to the training team regarding the training plan, training materials, and training schedules</li> </ul>		<ul style="list-style-type: none"> <li>• Prepare CBT Design document with storyboard</li> <li>• Train-the-Trainer</li> <li>• Prepare Just-in-Time training sessions</li> <li>• Train FACTS II Help Desk</li> <li>• Create CBT modules</li> <li>• Create Online Help Modules</li> </ul>
<b>Conversion</b>	<ul style="list-style-type: none"> <li>• FACTS II Contracted Project Manager</li> <li>• FACTS II Business Leads</li> <li>• FACTS II Technical Leads</li> <li>• Legacy system Subject Matter Experts</li> <li>• Legacy Data sources Technical Experts</li> <li>• Legacy Data sources Database Administrator</li> <li>• FACTS II Quality Assurance Vendor</li> <li>• Subject Matter Experts</li> <li>• Data Quality Subcommittee</li> </ul>	<ul style="list-style-type: none"> <li>• Assign State and field staff to participate in the conversion planning, testing of the conversion programs, and data correction</li> <li>• Provide specific input into the system conversion process</li> <li>• Provide approval for purification and clean-up of data</li> <li>• Conduct clean-up of data for data for conversion</li> <li>• Provide conversion data mapping for legacy data sources</li> <li>• Provide approval of each phase of conversion: programming, pilot, and testing</li> <li>• Participate in conversion mock data testing</li> <li>• Approve and sign off on Conversion plan</li> <li>• Approve and sign off on conversion specifications and data mapping</li> <li>• Approve and sign off on data conversion testing plan</li> </ul>	<ul style="list-style-type: none"> <li>• Application Manager</li> <li>• Lead Data Architect</li> <li>• Configuration Specialist</li> <li>• Database Administrator</li> <li>• Conversion Lead</li> <li>• Conversion Developer</li> <li>• Testers</li> </ul>	<ul style="list-style-type: none"> <li>• Create and periodically update the conversion plan that establishes the conversion environment and outlines strategies for the automated and manual conversion of DSCYF legacy data to the FACTS II System</li> <li>• Prepare conversion specifications and data mapping</li> <li>• Develop or provide conversion programs</li> <li>• Unit and system test FACTS II system conversion software to demonstrate its functionality before conversion</li> <li>• Develop and implement data purification/transformation strategy</li> <li>• Convert data and generate conversion reports</li> <li>• Execute conversion mock runs</li> <li>• Prepare data conversion testing plan</li> <li>• Prepare data conversion testing results report</li> </ul>



Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
		<ul style="list-style-type: none"> <li>• Approve and sign off on conversion specifications and data mapping</li> <li>• Approve and sign off on data conversion testing plan</li> <li>• Approve and sign off on data conversion testing results</li> </ul>		
<b>System Implementation</b>	<ul style="list-style-type: none"> <li>• FACTS II Contracted Project Manager</li> <li>• FACTS II Organizational Change Management Team</li> <li>• FACTS II User Training Team</li> <li>• FACTS II Business Leads</li> <li>• Subject Matter Experts</li> <li>• FACTS II Quality Assurance Vendor</li> </ul>	<ul style="list-style-type: none"> <li>• Support deployment strategy as needed</li> <li>• Initiate production support plan</li> <li>• Active transition from Deloitte team based on Transition Plan</li> <li>• Measure system operational performance</li> <li>• Assist in the preparation of each release and site</li> <li>• Approve and sign off on deliverables created during this phase</li> </ul>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Application Manager</li> <li>• Functional Manager</li> <li>• Implementation Manager</li> <li>• Trainers</li> <li>• Help Desk</li> <li>• Functional Team Leads</li> </ul>	<ul style="list-style-type: none"> <li>• Initiate deployment strategy</li> <li>• Initiate production support plan.</li> <li>• Develop incremental implementation plan for statewide rollout</li> <li>• Update statewide implementation plan</li> <li>• Implement FACTS II System Releases Statewide</li> <li>• Provide on-site support for the statewide implementation</li> <li>• Deliver System Transition Plan</li> <li>• Provide FACTS II System Release for statewide acceptance</li> <li>• Maintain FACTS II Production software</li> <li>• Prepare System Maintenance Plan</li> <li>• Prepare data quality plan</li> <li>• Prepare Help Desk Standard Operating Procedures</li> <li>• Prepare final system documentation</li> <li>• Prepare Systems Operations Procedures and Manuals</li> <li>• Prepare Backup and Recovery plan</li> <li>• Prepare Back-out plan</li> <li>• Prepare Implementation Results report</li> </ul>

Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
<b>Post Implementation Support</b>	<ul style="list-style-type: none"> <li>• FACTS II Project Director</li> <li>• FACTS II Contracted Project Manager</li> <li>• FACTS II Organizational Change Management Team</li> <li>• FACTS II User Training Team</li> <li>• FACTS II Business Leads</li> <li>• FACTS II Technical Leads</li> <li>• Subject Matter Experts</li> <li>• FACTS II Quality Assurance Vendor</li> </ul>	<ul style="list-style-type: none"> <li>• Provide requirements input to future enhancements</li> <li>• Prioritize system enhancements</li> <li>• Approve and sign off on Deliverables</li> </ul>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Application Manager</li> <li>• Functional Manager</li> <li>• Implementation Manager</li> <li>• Trainers</li> <li>• Help Desk</li> <li>• Functional Team Leads</li> <li>• Development Manager</li> <li>• Developers</li> <li>• Database Administrator</li> </ul>	<ul style="list-style-type: none"> <li>• Document future enhancements</li> <li>• Resolve production defects</li> <li>• Provide technical support and Help Desk Support</li> <li>• Perform transition activities</li> <li>• Perform necessary upgrade tasks</li> <li>• Provide production control and system operations.</li> <li>• Provide Final FACTS II Status and Transition</li> <li>• Provide Federal Requirements Traceability Matrix</li> <li>• Provide Final System Documentation</li> </ul>

Task	DSCYF		Deloitte	
	Roles	Responsibilities	Roles	Responsibilities
<b>Support Federal Review Support</b>	<ul style="list-style-type: none"> <li>• FACTS II Project Director</li> <li>• FACTS II Contracted Project Manager</li> <li>• FACTS II Organizational Change Management Team</li> <li>• FACTS II Business Leads</li> <li>• Subject Matter Experts</li> <li>• FACTS II Quality Assurance Vendor</li> </ul>	<ul style="list-style-type: none"> <li>• Submit the Delaware FACTS II system for federal review and approval</li> <li>• Identify to Deloitte any documentation necessary for the federal review and approval</li> <li>• Notify Deloitte of deficiencies identified in the Delaware FACTS II system</li> <li>• Confirm the acceptance of the Delaware FACTS II system when the requirements are met and either federal approval is attained or a determination made that Federal review will be untimely</li> <li>• Approve and Sign off on Federal Review Readiness Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Project Manager</li> <li>• Functional Manager</li> <li>• Functional Team Leads</li> <li>• Integrated Case Management Subject Matter Expert</li> </ul>	<ul style="list-style-type: none"> <li>• Support the federal review process</li> <li>• Provide necessary system documentation and support to obtain federal approval</li> <li>• Correct deficiencies identified as a result of federal review</li> <li>• Prepare a Federal Review Readiness Plan</li> </ul>

**Table 5-6. DSCYF and Deloitte Project Staff Collaboration.**

## Subcontractors

**RFP reference: 7.2.5.2 Project Organization, Staffing, and Role (s) of Subcontractors , Page 63**

Bidders should describe the role of any subcontractors identified in their proposals. Descriptions of the subcontractor organization and staff members should follow the format specified for the Bidder organization.

As the prime contractor, Deloitte is responsible for the services provided for the Delaware FACTS II Project. We have a long-standing practice of forming strategic subcontracting relationships in order to establish the most effective team to achieve our client's objectives. We integrate our subcontractors into the project team and manage their work effort and performance in the same way we do for Deloitte staff. The subcontractor organization is not accountable for the delivery of any project deliverables. Deloitte is the single point of accountability and quality management. For an effort of the magnitude of Delaware FACTS II, we believe that the team selected has the business and technical experience required for Delaware FACTS II. As we considered partners for Delaware FACTS II, we sought an organization with the following:

- Knowledge of Delaware's current SACWIS legacy system including Delaware IT infrastructure, policies and practices
- In-depth knowledge of FACTS and DSCYF business processes
- Successful record in maintaining and operating health and human service solutions
- Individual team members with years of SACWIS and health and human services experience

We selected MAXIMUS as a partner that could match our commitment to the welfare of children at a state and national level. Together we can offer understanding and direct experience in working with not for profit private child placing agency and child welfare service providers that no other vendor can bring. We formed a partnership that complements our understanding of federal child welfare laws, allowing us to exceed the expectations of the State of Delaware in creating and moving toward your new future child welfare practice. We bring together valuable lessons learned from our prior experiences.

MAXIMUS is a large, public corporation, and the leading pure-play provider in the consulting for and administration of government health and human services programs, including Medicaid, CHIP, Medicare, Employment Services, and Education. Headquartered in Reston, Virginia and with over 6,500 committed employees worldwide, MAXIMUS focuses on building public-private partnerships with municipalities, states, and federal governments to deliver reliable, cost-effective solutions. With revenues having grown from \$100 million in FY1997 to more than \$750 million in FY2009, strong recurring cash flows and no debt, MAXIUMS has the financial strength that represents a high level of stability and, hence, reliability to their clients and employees

For over three decades, MAXIMUS has partnered with state, federal, and local governments to provide critical health and human service programs to a diverse array of communities. Their 6,500 employees are dedicated to providing innovative programs that improve the quality of life around the globe. A leader in government services, they are pioneers in welfare reform.

Mr. Harvey White, MAXIMUS, will serve as the Integrated Case Management Subject Matter Expert. Harvey White has more than 21 years of data processing experience including 11 years of project leadership building complex IT solutions using Waterfall and RAD based methodologies. His expertise includes project management, system design, system development, implementation, and restructuring of complex mainframe and PC-based client/server applications.

Mr. White has performed as a system developer, development team leader, and most recently as the MAXIMUS Project Manager of the Delaware FACTS system development and maintenance for the State of Delaware Department of Services for Children, Youth, and Their Families (DSCYF).

Mr. White's role is to provide critical insight into the DSCYF business processes and the legacy system FACTS. In his role as the Integrated Case Management Subject Matter Expert, he collaboratively works with the Deloitte Functional Team Manager through the SDLC, serves as the Function Test Team Lead, and leads the creation, execution, reporting, and monitoring of the integration and regression test activities.

Deloitte and MAXIMUS have also identified other resources who have FACTS experience who will be on the FACTS II team. Representative resumes of MAXIMUS staff who will be considered are presented in Section 10 – Resumes of Bidder's Proposed Staff – Non Key Sample Resumes. Deloitte acknowledges that DSCYF retains the right to accept or reject all proposed project personnel and to remove staff from the project, as necessary. Further, Deloitte acknowledges that DSCYF reserves the right to request another staffing resource without cause for any reason.

